



Administrative Committee Agenda Packet

*Governor
Arnold Schwarzenegger*

*Chair
Lawrence Gottlieb*

*Executive Director
Barbara Halsey*

**Wednesday
October 10, 2007
9:00 a.m. — 12:00 p.m.**

*KB Homes
10990 Wilshire Blvd.
Los Angeles, CA*

*Audio Teleconference:
California Workforce Investment Board
777 12th Street, STE 200
Sacramento, CA*



**CALIFORNIA WORKFORCE INVESTMENT BOARD
ADMINISTRATIVE COMMITTEE**

**MEETING NOTICE
October 10, 2007
9:00 a.m. – 12:00 p.m.
KB Homes**

**10990 Wilshire Blvd.
Los Angeles, CA**

**Audio Teleconference Site:
California Workforce Investment Board
777 12th Street, Suite 200
Sacramento, CA**



Lawrence Gotlieb
Chair

Chris Essel
Vice Chair

Arnold Schwarzenegger
Governor

Barbara Halsey
Executive Director

AGENDA

- 1. Welcome and Announcements – Larry Gotlieb, Chair**
- 2. Update – Executive Director's Report**
 - **Legislative Update**
 - **Common Measures Waiver**
 - **One-Stop Cost Study**
 - **2007 Annual Report**
 - **California Career Technical Education Plan**
- 3. Action – Approval of Administrative Items**
 - **June 18, 2007 Administrative Committee Meeting Summary of Actions**
 - **Integrated Service Delivery Policy**
- 4. Discussion – WIA 25% Rapid Response Funds**
- 5. Discussion -- Workforce Training Act (SB 293) Implementation: Regional Roundtables**
- 6. Discussion – State Board Meeting**
- 7. Public Comment**
- 8. Other Business that May Come Before the Committee**

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

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Welcome and Opening Remarks

Updates: Executive Director's Report

- **Legislative Update**
- **Common Measure Waiver**
- **One-Stop Cost Study**
- **2006-07 Annual Report**
- **California's Career Technical Education Plan**

Action: Approval of Administrative Items

- **June 18, 2007 Administrative Committee Meeting Summary of Actions**
- **Integrated Service Delivery Policy**

Administrative Committee Notes
June 18, 2007

In Attendance:

Kirk Lindsey
Jaime Fall
Art Pulaski
Chris Essel

Larry Gotlieb
Bruce Stenslie
Tim Rainey
Jamil Dada

- **Welcome and Announcements:**

Larry Gotlieb had everyone in attendance introduce themselves.

- **Update Executive Director's Report:**

Apprenticeship Forums (Barbara Halsey): Apprenticeship forums have been conducted in cooperation with the California Community Colleges over the last several weeks. The last forum was in Madera on June 14th. The Madera forum was well attended and had good conversation.

Legislative Update (Barbara Halsey): Spot Bill SB 302 from Senator Ducheny; 2-year bill. We don't anticipate anything happening with the bill this year, but will continue to watch it. Some of the intent of the bill is to clean up language in SB 293.

Workforce Training Act SB 293 Implementation (Barbara Halsey): there are a couple of draft directives that have been developed with our local partners and submitted. They are open for comment now.

(Daniel Patterson) It is included in the agenda packet.

Common Measures Waiver (Barbara Halsey): The directive on the Common Measures Waiver gives California the edge in implementing those common measures as they relate to youth programs. The adult measures have already come in to play. This Waiver would allow the common measures to be fully implemented around youth and be held to those standards for accountability. It would move us a notch ahead of the cycle and position California better for the future.

Special Committees Update (Barbara Halsey): There have been no special committee meetings recently. There have been some ad-hoc workgroup meetings on the Trade Adjustment Act. The SB 293 Partner Coordination Team (PCT) has been meeting over the SB 293 planning and the strategy around that.

(Larry Gotlieb) Who watches the bills? Does CWIB Staff or someone at Agency?

(Barbara Halsey) Someone at CWIB watches all legislation, and we also communicate with those at Agency and EDD who also watch legislation. There is so

much happening across systems; whether it is the education system, Corrections, or Department of Health Services. There are a number of different bills which have Workforce Development language in them that need to be watched by us.

(Kirk Lindsey) When you say we have someone “watching legislation”, legislation happens in minutes; not months. Are we able to respond to last minute legislative update when it happens or are we just following up on a month-to-month basis?

(Jaime Fall) Staff at the Agency is getting updates daily when bills are really moving. If something happens between midnight and 2 a.m., we are probably not there for it. But if it happens within 24 hours, we are made aware of it. At this day and age it is “There is this bill out there, here is the information on it...” and then we are updated daily as it is actually moving through.

(Ken Quesada) Also, as a bill is being analyzed and there are major amendments being made to the bill, we usually have time to respond to those amendments with additional analysis on that.

(Jaime Fall) One of the last steps when changes happen at last minute, Agency is asked to recommend a position for the Governor’s office. We have an opportunity once the bill is final whether to recommend the Governor sign or veto that bill.

- **Action Item - Recommendation for Local Area Modification**

The requests for Local Area Modifications as recorded (Carson with South Bay, and Lomita/Torrance with Long Beach) were approved by all members present. Councilman Paul Nowatka spoke on behalf of approved modifications. Objection to the location of the Southern California site (South Bay WIB) was requested to be officially noted in the record. He stated that the State’s approval of these modifications does not dissolve the agreements, and there will be contracts that extend out past the July 1st deadline. Also discussed was the concern for customer impact due to the modifications.

Mr. Nowatka also recommended that all of the Nissan Grant money should be split equitably between the 3 cities.

Jan Vogel of the South Bay WIB was concerned about changing the way fund and asset distribution have always been done. He also stated he respectfully disagreed with Councilman Nowatka concerning how the proceedings for the Local Area Modifications were conducted.

Ms. Halsey explained the formula for distribution of adult and dislocated worker and youth money is a mandated formula; starting at the federal level and going down to the state level. Ms. Halsey continued regarding the issue of the Nissan dislocation grant: Historically, the area where the dislocation occurs, or where the company is headquartered is the area to which the funds flow. She stated based on this, with Carson moving into South Bay WIB, it stands to reason that the Nissan dislocation funds, because Nissan was headquartered in Carson, would flow that direction.

Kirk Lindsey asked for clarification on how a company is dissolving can still have an existing agreement that goes forward.

Pat Uganst answered stating the Joint Powers agreement was between 3 cities. The concern is that there is a perception that the consortium ends with this action. The fact that the consortium will no longer be the administrator for formula and other grant funds past June 30th, didn't dissolve the consortium. The consortium continues because we still have contracts that have to be administered between now and next fiscal year.

Kirk Lindsey pointed out that as a State Agency, you are now viewed as a WIB that no longer exists; so your relationship with the State is terminated. Whatever relationship is left will now transfer over to the new agency.

Art Pulaski asked if there is a consolidation agreement, why the new entity wouldn't be responsible for the remaining obligations.

Ms. Uganst replied that would be a more correct statement if the entity remained in whole. But since the decision was to divide the entity, the contracts cannot be equitably divided. It makes more sense to have the city, with which the contract is currently with, continue those responsibilities through the end of the contracts.

- **Approval of Administrative Items**

Meeting Minutes: The meeting minutes as recorded were approved by all members present.

- **Agenda for the July 26, 2007 State Board meeting:**

Mr. Lindsey commented on the current approach of the State Board meetings, suggesting the meetings are conducted in such a way as to not just ask for people to come and collect data. People that come in on their own time want to walk away knowing they either contributed something, or that they have something to take back to the office.

Ms. Halsey agreed and stated there has already been conversation on how to get private sector to join in on the meetings and keep them engaged. The goal on the 26th is that the State Board looks at how to identify where there are opportunities to align with other systems that may have funding available in order to impact the issues business has. Also, how do we improve the Board's level of influence over those other systems through that alignment, and how do we engage other partners in whom we have not been effective in establishing good relationships with in order to meet the business need?

Ms. Halsey stated part of the issues in members feeling value is that the results of their input have not been effectively communicated back to them. She concluded she would make that a priority going forward.

Agenda was approved as follows:

- 1. Welcome and Opening Remarks**
 - **Larry Gotlieb, Chair**
 - 2. Update – Labor and Workforce Development Agency Report**
 - 3. Update – Executive Director’s Report**
 - **Legislative Report**
 - **Local Area Modification Requests**
 - **Workforce Training Act (SB 293) Implementation**
 - **Apprenticeship Forums**
 - **Special Committee Updates**
 - 4. Action:**
 - **Approval of April 19, 2007 State Board Meeting Summary**
 - **Approval of Common Measures Waiver**
 - 5. Information Presentation**
 - 6. Public Comment**
 - 7. Other Business that May Come Before the State Board**
- **Public Comment:** None.

Recommendation for Approval of the Integrated Service Delivery Initiative

Recommended Action

The State Board:

1. Approve the Integrated Service Delivery initiative and draft policy for developing a skill-based, demand-driven, integrated service delivery model for California's One-Stop Career Center System, thereby making more effective use of shrinking resources and improving One-Stop service quality for California's workers and businesses.
2. Direct staff to develop additional policies and procedures as necessary to support the integration effort, and to bring them before the Board, as appropriate, for approval/adoption.

Background:

In early 2007, leadership from the Employment Development Department (EDD), Local Workforce Investment Boards (Local Board), the State Board, and the Labor and Workforce Development Agency (Agency) came together for the purpose of considering the development of an integrated service delivery model for California's workforce system and its One-Stop Career Centers. This group agreed that continued economic and fiscal pressures, coupled with higher demands for service and performance accountability, requires a fundamental change in California's delivery system for workforce services.

With this understanding, a larger effort was launched involving representatives from State Board staff, the EDD's Workforce Services Branch, the California Workforce Association (CWA), the Agency, and 12 Local Boards. Using the assistance of a facilitator, this planning team identified the characteristics of an effectively integrated service delivery model that will:

- Respond to 21st Century industry demand and our contemporary workforce crisis;
- Assure that our services and training are in alignment with current local and regional labor market requirements;
- Shift service priority to an emphasis on worker skills – assisting workers to gain the skills leading to self-sufficiency, and responding to employer demand;
- Cope with limited and declining funding through a more efficient use of resources and a reduction of program duplication and requirements; and
- Systematically improve the coordination of Workforce Investment Act (WIA) and Wagner-Peyser Act (WPA) funded services to achieve improved customer outcomes and more efficient and effective customer service.

With the passage of California's Workforce Training Act, the State Board is responsible for developing and implementing a statewide strategic policy framework for a more comprehensive workforce system that will ensure California's economic competitiveness into the future. A skills-based, demand-driven, integrated service delivery model, and associated policy that can be applied system-wide, are key elements of the strategic

policy framework. They also represent an important next step in advancing related State Board initiatives such as State-level One-Stop Career Center Certification and the One-Stop Career Center Cost Study.

Components of an Integrated Service Delivery System:

An integrated service delivery system has three major components:

1. A commitment to and a process for an integrated customer pool, so that all One-Stop customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WPA, WIA Adult and Dislocated Worker, Trade Adjustment Assistance (TAA), and Veteran Employment and Training services (VETs);
2. An integrated customer flow that sets clear parameters for a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation; and
3. An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow.

Implementing an Integrated Service Delivery System:

In order to prototype an integrated service delivery system work groups comprised of State and local partners will develop policy recommendations, strategies, and operating models to be tested by twelve Local Boards who have volunteered their Local Workforce Investment Areas (Local Area) to serve as learning labs for proposed models. The target date for Learning Lab implementation is July 2008.

The Learning Labs will:

- Test a wide variety of approaches to achieve integrated service delivery;
- Capture information in the following areas:
 - ✓ Ease of data collection,
 - ✓ Increased efficiencies and effectiveness,
 - ✓ Impact on service quality,
 - ✓ Impact on performance outcomes,
 - ✓ Time required to implement integrated service delivery,
 - ✓ Resources used to meet the responsibility,
 - ✓ Increase in number of customers receiving skills and other training,
 - ✓ Impact on cost per customer served,
 - ✓ Impact on skills improvement from entry to exit,
 - ✓ Impact on customer service outcomes, and
 - ✓ Impact on duration of unemployment; and

- Use what is learned from these approaches to inform the improvement of the draft State integrated service delivery policy

The EDD/State Board will:

- Develop a general, first draft integrated service delivery policy with broad parameters (and minimums) for local integrated service delivery;
- Determine what resources and tools are available to assist Local Boards and WPA, VETs, and TAA programs in the integration of services and assist Local Boards in accessing them;
- Collaboratively define the roles, responsibilities, and priorities of WPA, TAA, and VETs program staff in support of the local integration strategy plan; and
- Continuously improve the first draft policy through the learning from the learning labs and discussion with the integration planning team.

Local Boards and local Chief Elected Officials will:

- Assume the responsibility to plan, design, and implement integrated service delivery in accordance with draft State policy; and
- Submit a local integrated services delivery plan to the EDD that is within the parameters of the draft State policy on integrated service delivery. (The EDD will accept those plans that meet the broad parameters and use the accepted plans as the basis for monitoring the local implementation of integrated service delivery.)

Integrated Service Delivery Draft Policy

It is the goal of the State Board to insure all job seekers and businesses in California have access to comprehensive services through California's One-Stop Career Centers. To that end, the State Board supports the Integrated Service Delivery Initiative undertaken by State and local partners to the One-Stop service delivery system.

In support of this effort, the EDD and the State Board have developed the following parameters for the Development of a demand-driven, skill-based, Integrated service delivery system in California's One-Stop Career Centers. Each of the 12 Local Areas that participate in this initiative as Learning Labs will apply and test the draft State integrated service delivery policy.

1. Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the Local Area's One-Stop Career Center System using these parameters as a basis for plan development. This plan will be developed with significant partner participation.
2. This plan will be embedded in all related One-Stop Career Center System documents, including Memoranda of Understanding, One-Stop Operator Agreements, and contracts for service providers.
3. One-Stop Career Center service design will be driven by the local economy and employer needs and draw on quality workforce intelligence, local labor market information, and local employer validation of data.
4. One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all center customers, with the goal of transforming job seekers into even more competitive job candidates.
5. This service design and all services will be available at all locations within the local One-Stop Career Center System.
6. Integrated service delivery has three major components and the developed local plans are to include each of these:
 - a) A commitment to and a process for an integrated customer pool, so that all center customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WPA, WIA Adult and Dislocated Workers, TAA, and VETs.

All center customers will be registered in both the WPA and WIA Adult programs. All TAA customers will be registered in the WIA Dislocated Workers program; both TAA and WIA Dislocated Workers will also be registered in the WPA program and WIA Adult program. All customers who are veterans will also be registered in the VETs program.

The U.S. Department of Labor's TEGL 17-05 requires states to ensure statewide uniformity in the application of the Employment and Training Administration's Common Measures policy, and consistent determination in deciding which customers are

in the WIA Title I performance calculations. Whether customers are to be included in the performance pool is determined by “whether the services, staff, facility or activity was funded whole or in-part by WIA” and by the extent of “significant staff involvement.”

All California One-Stop Career Center locations are “funded whole or in-part by WIA.” These parameters require that all center customers receive an initial skill assessment, which meets the definition of “significant staff involvement.” Consequently, all center customers will be registered (at a minimum) in both the WPA and WIA Adult programs and included in determining both programs’ performance calculations.

- b) An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation.

This flow has three required services to be offered and provided to all center customers:

- (1) an initial, standardized skill assessment from which an initial service plan is designed;
- (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and,
- (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.

- c) An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. All centers (and locations) shall have a designated and clearly defined manager. Functional teams will staff the adopted customer flow and team membership will include staff funded by different funding sources, with affiliation by team and not by program funding. The identified manager and team leaders will be named without regard to funding source and shall coordinate the functional teams in the implementation of the integrated flow.
- 7. All local One-Stop Career Center Systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all one-stop services continuously improve and are responsive to the needs of local employers and the local economy.
 - 8. Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.

Discussion:

- **WIA 25% Rapid Response Funds**

Discussion:

- **Workforce Training Act (SB 293) Implementation:
Regional Roundtables**

Discussion:

- **State Board Meeting**

Public Comment

Other Business